

# Missouri National Guard

## ANNUAL FINANCIAL REPORT

FISCAL YEAR **2018**





# FROM THE ADJUTANT GENERAL



Michael L. Parson  
Governor



STATE OF MISSOURI  
OFFICE OF THE ADJUTANT GENERAL  
DEPARTMENT OF PUBLIC SAFETY  
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JEFFERSON CITY, MISSOURI 65101-1203  
<http://www.moguard.com>

Stephen L. Danner  
Major General, MONG  
The Adjutant General




Dear Governor Parson,

I am pleased to report the Missouri National Guard is the strongest it has ever been. We are currently manned at over 100 percent strength and have had a fiscal impact on jobs and infrastructure of \$1.7 billion. The Missouri National Guard makes incredible contributions to the Show-Me State. Our force is trained, resilient and motivated. Our Soldiers, Airmen, and civilians proudly serve our state and nation. They are leading the way in every important readiness metric and the first to the fight when called upon. Our Guard workforce is the most dedicated, professional and talented we have ever assembled. From the Aviation Classification and Repair Activity Depot in Springfield to the Advanced Airlift Tactics and Training Center at Rosecrans, we continue to save taxpayers tens of millions of dollars annually through an efficient, empowered workforce.

As an organization, we are emphasizing the social contract, by ensuring all mandatory training requirements are fulfilled in each Guardsman's 39 training days, to reduce the burden on Guardsmen, families and employers. There will always be opportunities for those who want to volunteer to do more, but the Missouri National Guard recognizes the sacrifices of our service members, their families and employers.

We continue to focus on modernizing our infrastructure by building on civilian development models to enhance our training. During the past decade, we've added more than 100 acres of training sites and added more than 400,000 square feet in construction to our footprint, most without any cost to the taxpayer. These projects not only enhance our force's readiness, but bring vast amounts of federal money and additional jobs to our communities. We are making the National Guard better than we found it. We have put in place transparent processes to improve our promotion and personnel actions. We established a 40-hour, four-day workweek for most of our fulltime force, gaining countless additional man-hours in productivity and tens of thousands in cost-savings to the state and our workforce. We continue to implement innovative private sector ideas like *Lean Six Sigma*. We stress the importance of civilian and military education for all our Guardsmen, and know, an educated Guard force not only adds value to us, but to the state as a whole.

Under your leadership, Missouri continues to provide additional support for our Guardsmen, including tax incentives like state-tax-free active duty, drill and retirement pay, placing Missouri among the most Veteran-friendly states in the nation. On behalf of all our Soldiers, Airmen, civilians and family members, I thank you for your continued leadership and support.

  
STEPHEN L. DANNER  
Major General, MONG  
The Adjutant General



# LEADERSHIP

## **Maj. Gen. Stephen L. Danner**

The Adjutant General

**Chief Warrant Officer 5 Patrick Muenks**  
State Command Chief Warrant Officer

**Command Sgt. Maj. Will Pierce**  
State Senior Enlisted Leader

**Command Sgt. Maj. Kannon John**  
State Command Sergeant Major

**Command Chief Master Sgt. Joseph Hamlett**  
State Command Chief Master Sergeant

# MISSION

The Missouri National Guard organizes, trains and prepares a family and community based force of ready citizen Soldiers and Airmen as units to defend and serve the people of Missouri and the United States of America.

# VISION

The Missouri National Guard is a recognized community and national leader in Soldier, Airman and Family readiness, possessing agile and effective units capable of responding to changing demands.

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# FEDERAL DEPLOYMENTS

Unit	Home Station
1-138th Infantry Battalion.....	Kansas City/Boonville/Bridgeton/Jefferson Barracks
35th Engineer Brigade.....	Fort Leonard Wood
235th Engineer Detachment (Construction Management).....	Fort Leonard Wood
35th Combat Aviation Brigade.....	Sedalia
935th Aviation Support Battalion.....	Springfield
139th Airlift Wing.....	St. Joseph
131st Bomb Wing.....	Whiteman Air Force Base

## EMERGENCIES & EXERCISES

### Hurricane Relief

In fall 2017, the Missouri National Guard responded to Hurricanes Harvey, Irma, and Maria. In total, the Missouri National Guard's 35th Combat Aviation Brigade and 139th Airlift Wing flew more than 300 sorties, transporting hundreds of people and tons of relief cargo.

### Support to Southwest Border

From May to September 2018, the Missouri National Guard's 35th Combat Aviation Brigade provided the first aviation assets to U.S. Customs and Border Protection in Arizona following the President's call for National Guard forces. Missouri National Guard aviators flew over 100 missions and 500 flight hours providing day and night aerial surveillance. Like Operation Jump Start (2006-2008) and Operation Phalanx (2010-2016), Missouri Guardsmen were in support and did not have direct contract with migrants nor conduct law enforcement missions.

### Winter Flooding Staging

In February 2018, the Missouri National Guard pre-positioned aircraft and crews against a severe weather and potential flooding threat in Southeast Missouri. The response was designed to facilitate lifesaving with a rapid air search and rescue capabilities. Ultimately, no activation was required or cost incurred.

### Homeland Response Force Evaluation

Throughout 2018, the Missouri National Guard's Homeland Response Force (HRF) conducted training and exercises to prepare for Department of Defense certification. The Missouri National Guard's HRF is one of only 10 in the nation. It directly supports FEMA Region VII with over 500 Soldiers and Airmen trained for emergency response in a Chemical, Biological, Radiological, or Nuclear (CBRN) hazard environment. The HRF can conduct collapsed structure rescues, medical triage, mass decontamination, perimeter security and command and control additional CBRN trained units. Ultimately, the Missouri National Guard HRF received outstanding marks in its October 2018 certification exercise.

### Patriot Bandoleer

During the summer 2018, the Missouri National Guard's 220th Transportation Battalion led Operation Patriot Bandoleer supporting Army Material Command. Under the 220th Transportation Battalion's control, Missouri National Guard's 1221st Transportation Company, 1241st Transportation Company, and Soldiers from five other states and the Army Reserve participated. Ultimately, these units drove 707,767 miles, delivered 483 containers, with over 5.6 tons of ammunition. They drove from California to Nevada, Utah, Oklahoma, Arkansas, Alabama, and Pennsylvania. 2018 marked Operation Patriot Bandoleer's 4th year. Missouri National Guard has participated every year and led the exercise for the 2nd time in 2018. Missouri National Guard transportation units have participated in, and led, more Patriot Bandoleer's than any other state.

### New Madrid Seismic Zone—Special Focus Exercise

The Missouri National Guard held a National Guard Bureau sponsored special focus exercise to test response to a large-scale New Madrid Seismic Zone earthquake in Southeast Missouri. The Missouri National Guard will follow this exercise with a larger, Vigilant Guard, exercise in May-June 2019. These exercises facilitate National Guard integration with local, state, and federal agencies, should a real-world incident ever occur in Missouri.

### Beyond the Horizon

Missouri National Guard Soldiers and Airmen joined with Active Duty, Reserve, and Guard service members to make Joint Task Force Hope for Beyond the Horizon 2018. Supporting U.S. Army South and hosted by El Salvador's armed forces, Joint Task Force Hope built four schools and a clinic in El Salvador's La Paz District. Additionally, they serviced hundreds of rural El Salvadorians with critical medical care. Exercises like Beyond the Horizon engage host nation security forces, demonstrating a positive model and enhancing professionalism.



# FINANCIAL IMPACT

Fiscal Year 2018

Over 99 percent federally funded, the Missouri National Guard is an economic engine for Missouri. The Missouri National Guard provides economic benefit to communities throughout Missouri. Money expended through this community-based organization turns over several times in every segment of the state economy. Economic benefits occur through military and civilian pay and allowances, purchasing goods and services, and capital investments in facilities.

The Missouri National Guard's economic engine is growing. With new units totaling over 800 Soldiers and Airmen since 2016, Missouri National Guard's economic impact has grown 164 percent from \$1.042 billion to \$1.705 billion. The Missouri National Guard firmly believes it produces mission ready forces as efficiently and effectively as any state in the nation. With this firm believe, the Missouri National Guard continually looks to grow forces, both for national security and Missouri's economic benefit.

In deriving FY18 economic impact data, financial information was collected from Missouri National Guard official accounting records.

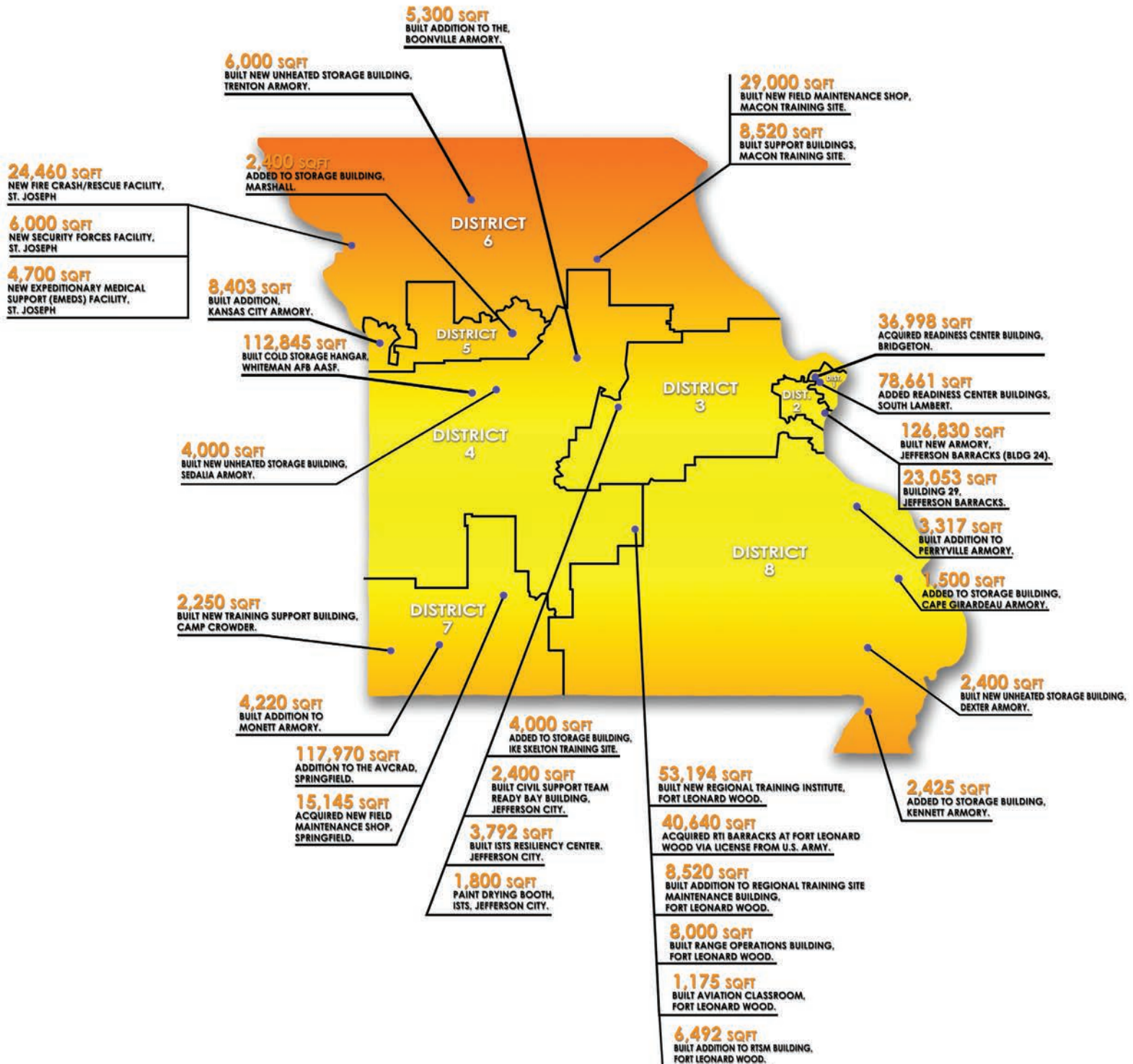
Traditional Guard Pay.....	\$126,085,955
Active Guard Pay.....	\$96,722,981
Civil Service Technician Pay.....	\$135,550,724
Mobilized Pay.....	\$259,288,432
State Pay.....	\$3,286,850
<b>Total Guard-Related Payroll Expenditures.....</b>	<b>\$620,934,942</b>
Supplies, Equipment, Maintenance, and Repair Contracts.....	\$120,031,234
Local Construction Projects (State & Federal).....	\$7,128,725
<b>Total Guard-Related Operational Expenditures.....</b>	<b>\$127,159,959</b>
<b>Total Combined Missouri National Guard Expenditures.....</b>	<b>\$748,094,901</b>
<b>Total Economic Impact.....</b>	<b>\$1,705,656,374</b>



City (COUNTY)	Total
ALBANY (GENTRY).....	\$1,495,364
ANDERSON (McDONALD).....	\$1,636,540
AURORA (LAWRENCE).....	\$24,181,813
BOONVILLE (COOPER).....	\$21,816,792
BRIDGETON (ST LOUIS).....	\$10,191,904
CAPE GIRARDEAU (CAPE GIRARDEAU).....	\$6,818,716
CARTHAGE (JASPER).....	\$2,332,952
CHILLICOTHE (LIVINGSTON).....	\$1,769,955
CLINTON (HENRY).....	\$566,961
COLUMBIA (BOONE).....	\$3,877,110
DeSOTO (JEFFERSON).....	\$1,330,279
DEXTER (STODDARD).....	\$1,352,409
DONIPHAN (RIPLEY).....	\$809,108
FARMINGTON (ST FRANCOIS).....	\$2,377,393
FESTUS (JEFFERSON).....	\$4,567,158
FLORISSANT (ST LOUIS).....	\$551,787
FREDERICKTOWN (MADISON).....	\$2,061,173
FORT LEONARD WOOD Army (PULASKI).....	\$37,918,882
FORT LEONARD WOOD Air (PULASKI).....	\$1,608,177
FULTON (CALLAWAY).....	\$987,093
HANNIBAL (MARION).....	\$2,033,809
HARRISONVILLE (CASS).....	\$4,445,741
INDEPENDENCE (JACKSON).....	\$2,403,519
JACKSON (CAPE GIRARDEAU).....	\$1,499,640
JEFFERSON BARRACKS (ST LOUIS) Army.....	\$38,202,295
JEFFERSON BARRACKS (ST LOUIS) Air.....	\$15,578,069
JEFFERSON CITY Army (COLE/CALLAWAY).....	\$83,521,149
JEFFERSON CITY Air (COLE/CALLAWAY).....	\$3,395,061
JOPLIN (JASPER).....	\$5,336,182
KANSAS CITY (JACKSON).....	\$25,699,268
NORTH KANSAS CITY (CLAY).....	\$429,752
KENNETT (DUNKLIN).....	\$19,145,462
KINGSHIGHWAY (ST LOUIS).....	\$37,771
KIRKSVILLE (ADAIR).....	\$968,780
LAMAR (BARTON).....	\$209,939
LEBANON (LACLEDE).....	\$2,612,204
LEXINGTON (LAFAYETTE).....	\$14,232,882
MACON (MACON).....	\$4,280,775
MARSHALL (SALINE).....	\$3,303,387
MARYVILLE (NODAWAY).....	\$3,953,759
MEXICO (AUDRAIN).....	\$940,628
MOBERLY (RANDOLPH).....	\$1,200,146
MONETT (BARRY).....	\$3,313,382
NEOSHO (NEWTON) Camp Crowder.....	\$2,899,966
NEVADA (VERNON) Camp Clark.....	\$4,740,639
OZARK (CHRISTIAN).....	\$439,764
PERRYVILLE (PERRY).....	\$1,618,261
PIERCE CITY (LAWRENCE).....	\$2,208,429
POPLAR BLUFF (BUTLER).....	\$3,899,586
PORTAGEVILLE (NEW MADRID).....	\$1,108,705
RAYTOWN (JACKSON) Field Maintenance Shop.....	\$747,264
RICHMOND (RAY).....	\$3,140,357
ROLLA (PHELPS).....	\$2,863,748
SEDALIA (PETTIS).....	\$25,669,475
SIKESTON (SCOTT).....	\$1,146,221
SPRINGFIELD (GREENE).....	\$35,465,196
SPRINGFIELD (AVCRAD).....	\$40,339,690
ST. CLAIR (FRANKLIN).....	\$3,031,161
ST. JOSEPH (BUCHANAN) Air.....	\$111,066,984
ST. JOSEPH (BUCHANAN) Army.....	\$32,502,849
ST. LOUIS (ST LOUIS) Air.....	\$954,959
ST. LOUIS (ST LOUIS) Army.....	\$20,699,577
ST. PETERS (ST CHARLES).....	\$385,738
TRENTON (GRUNDY).....	\$26,537,191
WAPPAPELLO (WAYNE).....	\$56,087
WARRENSBURG (JOHNSON).....	\$9,391,599
WARRENTON (WARREN).....	\$2,528,498
WEST PLAINS (HOWELL).....	\$1,493,357
WHITEMAN AIR FORCE BASE (JOHNSON) Army.....	\$12,552,372
WHITEMAN AIR FORCE BASE (JOHNSON) Air.....	\$35,612,062
<b>TOTAL.....</b>	<b>\$748,094,901</b>

# SIGNIFICANT INFRASTRUCTURE

Since 2009, the Missouri National Guard has acquired or constructed 682,477 square feet and disposed of or demolished 288,059 square footage, resulting in a total net increase of approximately 400,000 square feet across the state. The projects identified below are organized by U.S. Congressional District.



# IMPROVEMENTS SINCE 2009

## PROJECTS UNDER CONSTRUCTION

### Springfield

- TASMGM Unheated Storage Building
- AVCRAD Phase 3A(Shop Space, Supply & Administration)

## ANTICIPATED CONSTRUCTION PROJECTS 2018-2023

### Springfield

- TASMGM Readiness Center
- AVCRAD Phase 3B (Shop and Supply Space)
- AVCRAD Phase 4 (Hangar)

### St. Louis Area

- Readiness Center

### Camp Crowder

- 60 Person Barracks
- Dining Facility
- Company Administrative Training Buildings
- Fitness Facilities

### Camp Clark

- 60 Person Barracks
- Dining Facility
- Company Administrative Training Buildings
- Fitness Facilities
- Field Maintenance Shop Additions
- Firing Range

### Fort Leonard Wood

- 60 Person Barracks
- Regional Maintenance Training Site Classroom Addition

### Macon

- 30 Person Barracks

### Ike Skelton Training Site

- Fitness Facilities

### Jefferson Barracks

- Unheated Storage Building

### Poplar Bluff

- Field Maintenance Shop Additions

### St. Joseph

- Field Maintenance Shop Additions
- New Communications Facility
- New C130H Simulator Facility
- New Base Supply Warehouse
- New Open Skies Facility
- Security Forces Addition
- New Main Base Infrastructure & Entry Control Facility
- New Aircraft Parking Apron, Phase 1

## AVERAGE READINESS CENTER AGE

- 47.25 Years

## ANTICIPATED ENERGY SAVING PROJECTS 2018-2023

### Fort Leonard Wood

- (\$42,475) HVAC Upgrades
- (\$21,516) Propane/Natural Gas Conversion at Guard Facilities
- (\$4,200) Ceiling Fans at Army Aviation Support Facility

### Camp Crowder

- (\$40,954) HVAC Upgrades
- (\$137,025) Photovoltaic Solar Power System Installation

### Camp Clark

- (\$3,228) HVAC Upgrades

### Springfield

- (\$52,000) HVAC Upgrades at AVCRAD

### Ike Skelton Training Site

- (\$32,972) Photovoltaic Solar Power System Installations

### Whiteman Air Force Base

- (\$4,860) Ceiling Fans at Army Aviation Support Facility

### Various Missouri National Guard Facilities

- (\$174,473) Indoor/Outdoor LED Lighting Upgrades

**Total Savings: \$513,703**





# EDUCATION BENEFITS

The Missouri National Guard strives to increase opportunities for Soldiers and Airmen. Increasing educational opportunities is among the Missouri National Guard's most important benefits.

Missouri offers Missouri National Guard Soldier and Airmen tuition assistance. In school year 2017-18, 1,599 Soldier and Airmen capitalized on Missouri's tuition assistance. On average, Missouri provides Soldiers and Airmen just over \$2,400 per year.

The Missouri National Guard also capitalizes on federal programs to expand tuition assistance capacity. Over 540 Soldiers capitalized on federal tuition assistance. On average, Soldiers received \$2,300 per year.

Grateful for Missouri's support and cognizant of spending state re-

sources prudently, Missouri National Guard Soldiers always exhaust federal tuition assistance before using state tuition assistance.

In many fields, the Missouri National Guard provides student loan repayment up to \$50,000, and for a few select fields, such as some health professions, up to \$250,000. As well, Soldiers and Airmen can capitalize on the G.I. Bill to assist with college expenses.

These educational benefits are vital to attract high quality, service oriented, Soldiers and Airmen. Further, since the Missouri National Guard is predominantly a part-time force, education benefits are essential for enhancing Soldier and Airmen civilian career opportunities. In the end, the Missouri National Guard provides Missouri employers with values based and well-educated Soldiers and Airmen.

## SHOW-ME GOLD PROGRAM

The Show-Me GOLD (Guard Officer Leadership Development) Program is a unique, Missouri innovation tailored to suit the needs, education and development of Guardsmen. It provides Soldiers with the best of both worlds -- they get an outstanding civilian education, enhanced by military service and instruction.

Show-Me GOLD prepares Guardsmen to complete Officer Candidate School, which will enable them to earn a commission and lead troops in the field as a second lieutenant.





# MISSOURI STATE DEFENSE FORCE



The Missouri military code empowers the governor to organize militia forces to supplement the Missouri National Guard when mobilized into federal service. Additionally, the governor may activate such forces during state emergencies to support the Missouri National Guard, to include emergency relief to distressed areas following major disasters or public health crises exceeding local and other agency's capability to respond. The force originally stood up in 2011.

In 2018, the 99th General Assembly updated the organized, non-federal militia of the state to reflect guidance provided by the National Guard Bureau. House Bill 1469 by Rep. Charlie Davis changed the name of the Missouri Reserve Military Force to the Missouri State Defense Force and provided an appropriation of state funds for the first time to implement a muster and training schedule. The force held a muster, or assembly, in December 2018 and inducted 11 new members. The organization is developing an operational structure and establishing goals and priorities for future activities. Members are volunteers, unpaid for their service, but are authorized to wear military uniforms, which are in development, to ensure their military activities are able to effectively operate with their Army and Air National Guard counterparts when called into service by the governor.

Individuals seeking membership must be at least 17 years of age and not over 64. The maximum age may be waived by the Adjutant General on a case-by-case basis.

## MISSOURI VETERANS RECOGNITION PROGRAM

Missouri Veteran awards consist of medals, medallions and certificates, along with signed letters by the governor and others.

The Missouri Veterans Recognition Program traces its roots to a 1919 Act of the Missouri General Assembly, which authorized the Adjutant General to procure and present a medal to Missouri Veterans who served in the Spanish-American War, Mexican border service, or World War I.

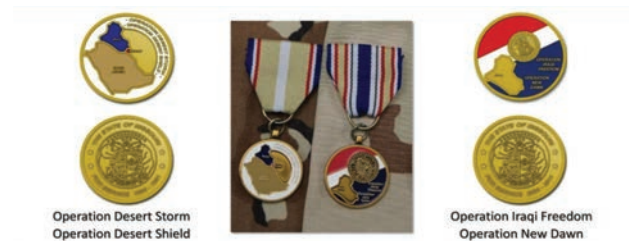
In 2000, the World War II award was created and Missouri also made available to WWII Veterans who participated in the D-Day invasion of Europe (June 6-Sept. 30, 1944) a replica of the 50th

Anniversary Jubilee of Liberty Medal. In 2003, the Korean War award was added, and, in 2006, the Vietnam award was added.

In July 2013, the program exceeded 100,000 awards of the WWII, Jubilee of Liberty, Korea and Vietnam awards.

This year, the program announced the addition of two new awards for Veterans who served in the Gulf War and/or Iraq. The first is for Desert Shield/Desert Storm (Aug. 7, 1990 to June 7, 1991) and the second is for Iraqi Freedom/New Dawn (March 19, 2003 to Dec. 15, 2011). The program is currently accepting applications and medal distribution should begin in 2019.

Award	Program Totals	FY18
World War II	46,981	30
Jubilee of Liberty	5,311	2
Korean War	18,458	36
Vietnam War	31,078	215



## MISSOURI MILITARY FUNERAL HONORS PROGRAM

The Missouri Military Funeral Honors Program provides professional military funeral honors in accordance with service tradition, the National Honor Guard Army Standard Operating Procedure, Missouri State Statutes and Regulations, and Department of Defense Instructions for all eligible Veterans when requested by an authorized family member.

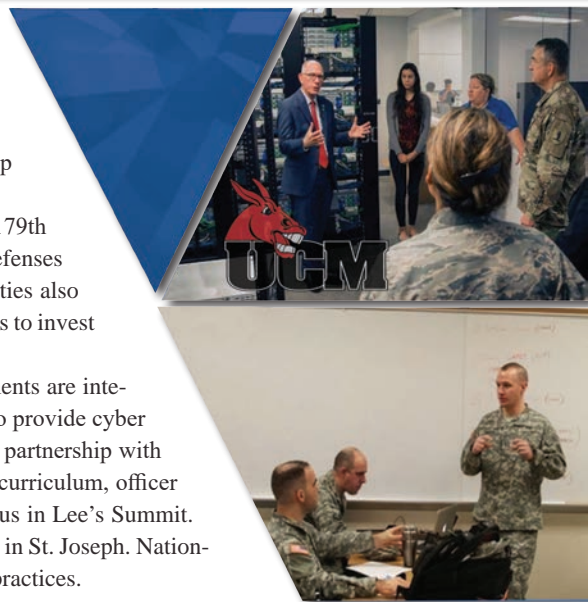
Operational since July 1, 1999, the Missouri Military Funeral Honors Program is a cooperative effort between the Missouri Army and Air National Guard, the active components of the Army, Marines, Navy, Air Force and Coast Guard, Veterans Service Organizations and Funeral Directors. The Missouri National Guard is the lead element for this program.

# MISSOURI CYBER

The Missouri National Guard's cyber elements are nationally recognized for cyber leadership and as cyber pioneers. In 2018, the Chief of the National Guard Bureau acknowledged Missouri's capabilities, tasking Missouri to serve as Cyber Mission Assurance Team pilot program lead developers. Missouri cyber forces spearheaded developing a Domestic Operations Toolkit and now routinely trains active duty, Guard, Reserve and partner agencies on its use. This toolkit will help establish the National Guard's role throughout the cyberspace domain.

During 2018, the Missouri National Guard joined with Arkansas and Nebraska to form the new 179th Cyber Protection Team. The team's core tasks include transforming and improving cyberspace defenses and protecting critical assets and cyber-key terrain. The Missouri National Guard's cyber capabilities also include a Defensive Cyber Operations Element. Additionally, the Missouri National Guard continues to invest in infrastructure and identify opportunities to support and grow the cyber mission.

The Missouri National Guard is partnering both in and out of state. Missouri Guard cyber elements are integral partners in SEMA's new Cyber Emergency Support Function. This new function is designed to provide cyber outreach, tools, and resources for local communities. Missouri National Guard cyber established a partnership with the University of Central Missouri. The partnership calls for joint collaboration on cyber security curriculum, officer education, developing future cyber technicians, and a cyber hub at the Missouri Innovation Campus in Lee's Summit. The Missouri Guard also hosted a national Cyber Conference at Rosecrans Air National Guard Base in St. Joseph. National Cyber leaders across the Defense Department and private industry participated and shared best practices.



## AVIATION CLASSIFICATION & REPAIR ACTIVITY DEPOT



The Missouri National Guard houses one of four Army National Guard Aviation Classification and Repair Activity Depots (AVCRADs). Based in Springfield, Missouri National Guard's AVCRAD provides depot repair for rotary wing aircraft. It supports 14 states across the central United States.

In addition to being a major job provider, the Missouri National Guard AVCRAD is universally recognized as the premier National Guard AVCRAD in the nation. The shop's activities annually provide over \$100 million in government cost savings as well as tens of millions in annual economic impact to the Springfield area.

The Missouri National Guard AVCRAD is growing. The \$30 million Phase 3A is under construction and will substantially increase annual cost savings; paying back the construction cost in less than 2 years. When Phase 3B is funded, the cost savings pay back is less than a year. The Missouri National Guard is proud to bring such cost effective, high quality, readiness enhancement to the nation.



# MISSOURI NATIONAL GUARD CAPABILITIES

## MAJOR UNIT PATCHES



JOINT FORCE HQ-MO  
35TH MILITARY POLICE BRIGADE  
70TH TROOP COMMAND  
1107TH AVIATION GROUP



HEADQUARTERS MISSOURI AIR  
NATIONAL GUARD



35TH ENGINEER BRIGADE



35TH INFANTRY DIVISION  
35TH COMBAT AVIATION BRIGADE



110TH MANEUVER  
ENHANCEMENT  
BRIGADE



131ST BOMB WING



139TH AIRLIFT WING



### Aviation

- Airport operations
- Command and control aircraft
- Supplies and equipment distribution
- Reconnaissance
- Search and rescue
- Security operations
- Command and Control Headquarters
- Command and control of military forces
- Military forces support to civil authorities coordination
- Support for government continuity of operations
- Response planning and coordination support

### Infantry

- Health and wellness checks
- Search and rescue
- Security operations

### Chemical, Biological, Radiological and Nuclear (CBRN)

- Military CBRN forces command and control
- Security operations
- Search, rescue and extraction
- Technical and mass decontamination
- Medical triage and lifesaving

### Engineer

- Barrier construction
- Health and wellness checks
- Horizontal and vertical construction
- Emergency route clearance
- Search and rescue
- Security operations
- Bridging capability

### Military Police

- Health and wellness checks
- Search and rescue
- Security operations
- First responder and key personnel transportation support

### Signal

- Communications
- Cyber network security and defense
- Information management and distribution

### Support Battalion/Units

- Health and wellness checks
- Security operations
- Sustainment operations

### Transportation

- Distribution of supplies/equipment
- On- and off-road transportation
- Incident management communications
- Hazard identification and mitigation advice

### Medical

- Health and wellness checks
- Medical assistance
- Sustainment operations



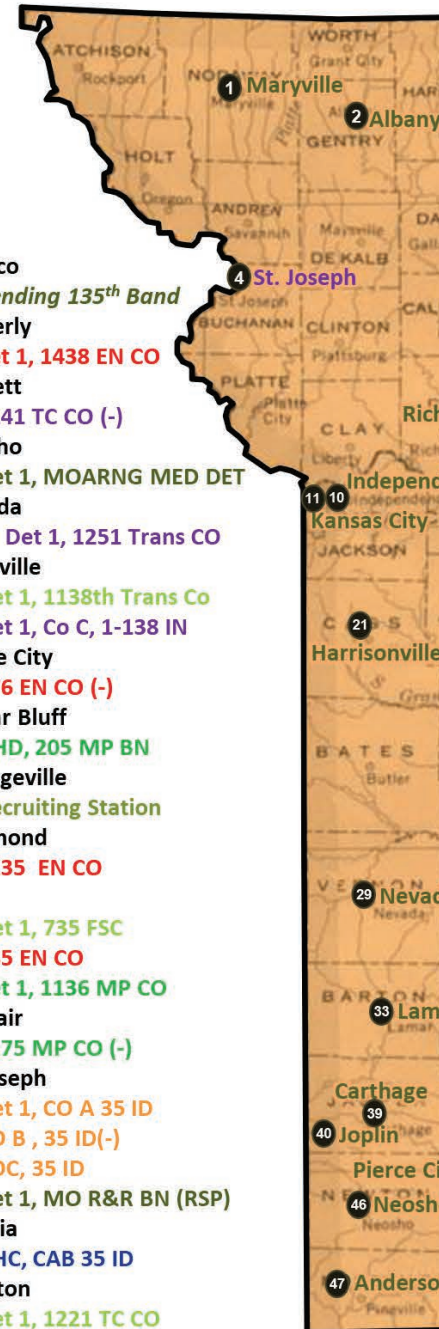


# MISSOURI NATIONAL GUARD

- 2 Albany  
Btry A, 1/129 FA
- 47 Anderson  
Det 1, 1241<sup>st</sup> TC CO
- 43 Aurora  
Co A, 935 AV SPT BN
- 17 Boonville  
Co A, 1-138 IN
- 28 Bridgeton (LIA)  
3175 CM CO  
1035 MAINT CO
- 30 Bridgeton (Armory)  
1231 TC CO (-)  
Co B, 1-138 IN
- 52 Cape Girardeau  
HHC, 1140 EN BN  
FSC, 1140 EN BN  
Det 5, MO R&R Bn (RSP)
- 39 Carthage  
294 EN CO (-)
- 6 Chillicothe  
Btry B, 1/129 FA
- 23 Clinton  
Co D (-), 1-138 IN  
Det 3, MO R&R BN (RSP)
- 16 Columbia  
HHD, 175 MP BN  
Det 1, 1231 TC CO
- 35 De Soto  
735 QM CO (-)
- 55 Dexter  
1221 TRANS CO (-)
- 57 Doniphan  
Recruiting Station
- 41 Farmington  
1138 EN CO
- 34 Festus  
220 EN CO  
Det 7, MO R&R BN (RSP)
- 37 Ft. Leonard Wood  
HHC, 35 EN BDE  
235 EN DET  
Co B, 1-135 AV  
Det 2, HHC, 1-135 AV  
Det 2, Co D, 1-135 AV  
Det 1, Co E, 1-135 AV  
HQ, 140 REGT (RTI)  
2 BN, 140 REGT (GS)  
1 BN, 140 REGT (EN)  
RTS-M MO
- 49 Fredericktown  
220 TC BN
- 22 Fulton  
HHD, 229 MED BN
- 12 Hannibal  
Det 1, 3175 MP CO
- 21 Harrisonville  
1251<sup>st</sup> Trans Co (-)
- 10 Independence  
Btry D, 1/129 FA

- 50 Jackson  
Det 1, 1137 MP CO
- 31 Jefferson Barracks  
1138 TC CO (-)  
Det 2, MOARNG MED DET  
Det 2, CO B, 35 ID (ACE)  
Det 1, 1175 MP CO  
Co C (-), 1-138 IN  
Det 1, 179<sup>th</sup> CPT  
205<sup>th</sup> Grd Amb Co  
35<sup>th</sup> MP BDE
- 26 Jefferson City (Blue Armory)  
HHC, 835 CSSB  
I Co, 39<sup>th</sup> BSB  
MO Recruiting and Retention BN  
Co B, 1-376 AV  
Det 6, MO R&R BN (RSP)
- 25 Jefferson City (CFF)  
Det 40, OSACOM  
Det 2, CO C, 2-245<sup>th</sup> AV  
7 CST (WMD)
- 27 Jefferson City (ISTS)  
HHD, JFHQ (ARMY)  
JFHQ (JOINT)  
429 Trial Defense Team (-)  
635<sup>th</sup> FEST-M  
70 PUBLIC AFFAIRS DET  
MOARNG MED DET(-)  
135 MIL HIST DET  
529<sup>th</sup> JAG
- 40 Joplin  
HHC, 203 EN BN  
FSC, 203 EN BN
- 11 Kansas City  
HHC, 110 MEB  
HHC, 1-138 IN  
1141 EN CO  
Det 1, 206<sup>th</sup> ASMC CO  
Det 2, MO R&R (RSP)  
135 SIG CO  
Det 2, 1/206<sup>th</sup> FST  
1139 MP CO
- 59 Kennett  
1137 MP CO (-)
- 5 Kirksville  
Recruiting Station
- 33 Lamar  
Recruiting Station
- 38 Lebanon  
70 Troop Command
- 9 Lexington  
Det 1 HSC, 35 ID  
Det 1, 548<sup>th</sup> Trans CO
- 7 Macon  
1438 EN CO (MRBC)(-)  
Det 8, MO R&R BN (RSP)
- 14 Marshall  
1128 FSC, FA
- 1 Maryville  
HHB, 1/129 FA

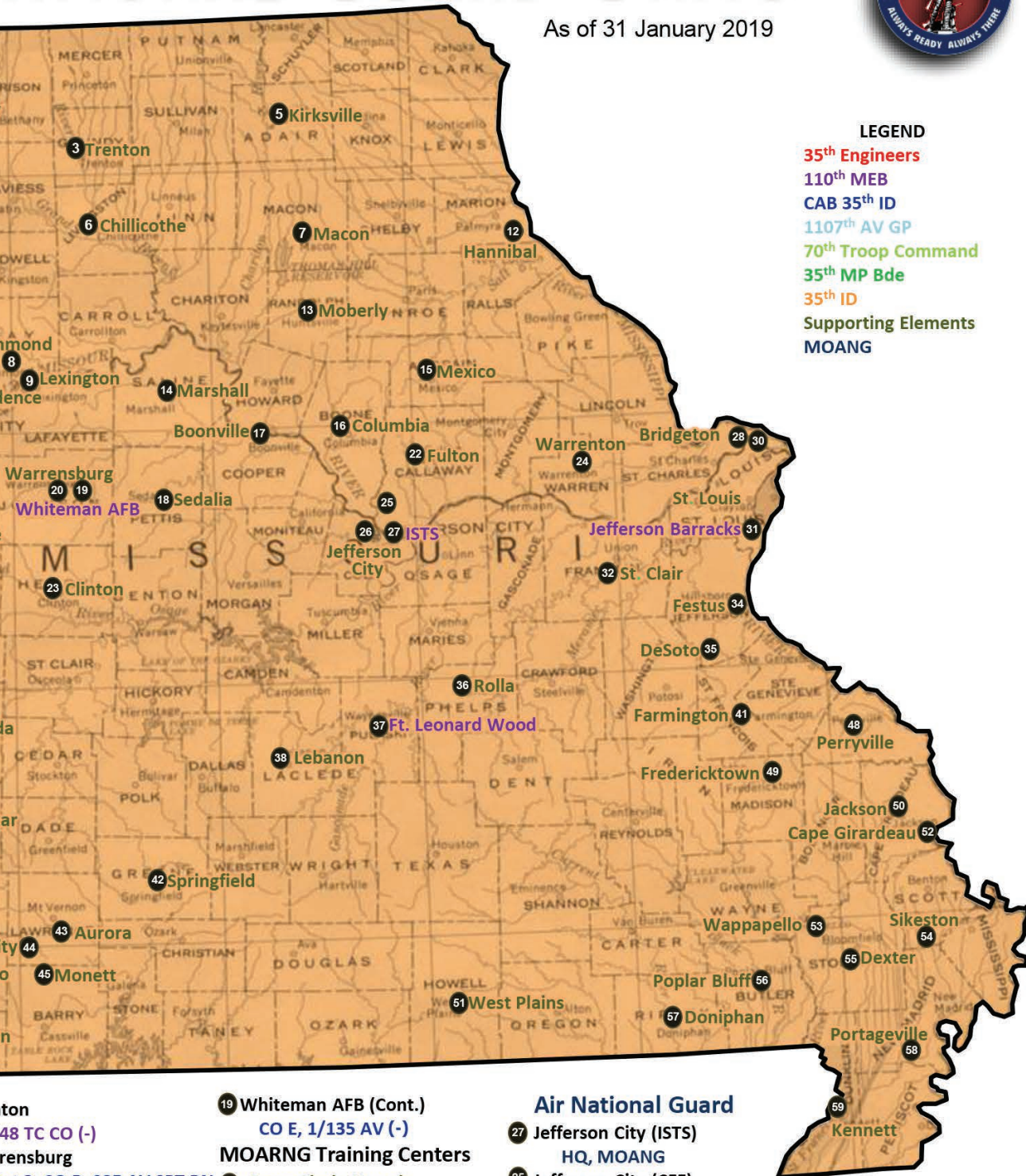
- 15 Mexico  
Pending 135<sup>th</sup> Band
- 13 Moberly  
Det 1, 1438 EN CO
- 45 Monett  
1241 TC CO (-)
- 46 Neosho  
Det 1, MOARNG MED DET
- 29 Nevada  
Det 1, 1251 Trans CO
- 48 Perryville  
Det 1, 1138<sup>th</sup> Trans Co  
Det 1, Co C, 1-138 IN
- 44 Pierce City  
276 EN CO (-)
- 56 Poplar Bluff  
HHD, 205 MP BN
- 58 Portageville  
Recruiting Station
- 8 Richmond  
1135 EN CO
- 36 Rolla  
Det 1, 735 FSC  
335 EN CO  
Det 1, 1136 MP CO
- 32 St. Clair  
1175 MP CO (-)
- 4 St. Joseph  
Det 1, CO A 35 ID  
CO B, 35 ID(-)  
COC, 35 ID  
Det 1, MO R&R BN (RSP)
- 18 Sedalia  
HHC, CAB 35 ID
- 54 Sikeston  
Det 1, 1221 TC CO
- 42 Springfield (Armory)  
206 ASMC CO(-)  
1136 MP CO (-)  
Det 4, MO R&R BN (RSP)  
Det 1, 276 EN CO  
HSC, 935 AV SPT BN  
135 ARMY BAND
- 42 Springfield (Airport)  
HHD, 1107 AV GRP  
CO A, 1107 AV GRP  
CO B, 1107 AV GRP  
Det 2 Co G, 2-149 AV MED  
Det 6 Co E 2-149 AV MED  
Det 6, Co D 2-149 AV MED





# NATIONAL GUARD UNITS

As of 31 January 2019



## LEGEND

**35<sup>th</sup> Engineers**  
**110<sup>th</sup> MEB**  
**CAB 35<sup>th</sup> ID**  
**1107<sup>th</sup> AV GP**  
**70<sup>th</sup> Troop Command**  
**35<sup>th</sup> MP Bde**  
**35<sup>th</sup> ID**  
**Supporting Elements**  
**MOANG**

19 Whiteman AFB (Cont.)  
 CO E, 1/135 AV (-)  
**MOARNG Training Centers**  
 29 Camp Clark, Nevada  
 46 Camp Crowder, Neosho  
 37 Fort Leonard Wood  
 53 Wappapello  
 7 Macon  
 27 Det 1, Macon, Jeff City  
 142nd EN CO (Sapper)  
 Whiteman AFB  
 HC, 1/135 AV  
 O A, 1/135 AV  
 O C, 1/135 AV(-)  
 O D, 1/135 AV(-)

## Air National Guard

27 Jefferson City (ISTS)  
 HQ, MOANG  
 25 Jefferson City (CFF)  
 7 CST (WMD)  
 31 Jefferson Barracks  
 157 AOG  
 131 CF  
 131 CES  
 239 CBCS  
 231 Civil EN Flt

4 St. Joseph (Rosecrans)  
 139 Airlift Wing  
 241 ATC SQDN  
 Det 1, 139 AW  
 37 Cannon Range (Ft. Wood)  
 Det 1, 131 BW  
 19 Whiteman AFB  
 131 Bomb Wing





# MISSOURI NATIONAL GUARD UNITS

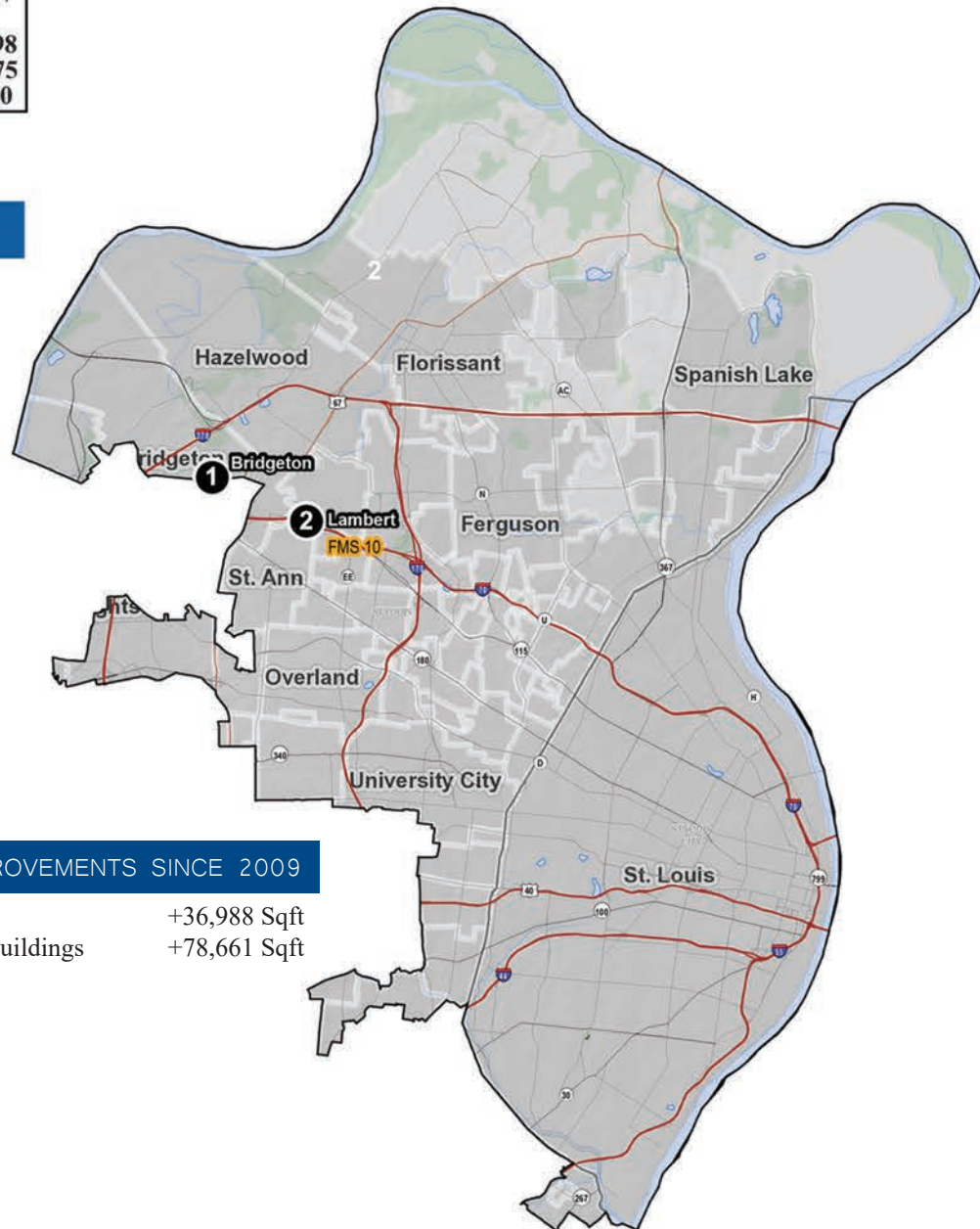
MISSOURI 1<sup>ST</sup> CONGRESSIONAL DISTRICT



Bridgeton	\$10,191,904
Florissant	\$551,787
Kingshighway	\$37,771
St. Louis - AIR	\$954,959
St. Louis - ARMY	\$20,699,577
<b>Total Expenditures:</b>	<b>\$32,432,998</b>
<b>Total Economic Impact:</b>	<b>\$73,954,075</b>
<b>Assigned Personnel:</b>	<b>560</b>

## ARMY NATIONAL GUARD

- 1 Bridgeton (Armory)**  
Company B, 1-138 Infantry Regiment  
1231st Transportation Company
- 2 Bridgeton (Lambert International Airport)**  
1035th Maintenance Company  
3175th Chemical Company
- Field Maintenance Shops**
- 2 Bridgeton (Lambert International Airport)**  
Field Maintenance Shop 10



## SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS SINCE 2009

- 1** Bridgeton: Readiness center acquisition +36,988 Sqft
- 2** South Lambert: Added readiness center buildings +78,661 Sqft

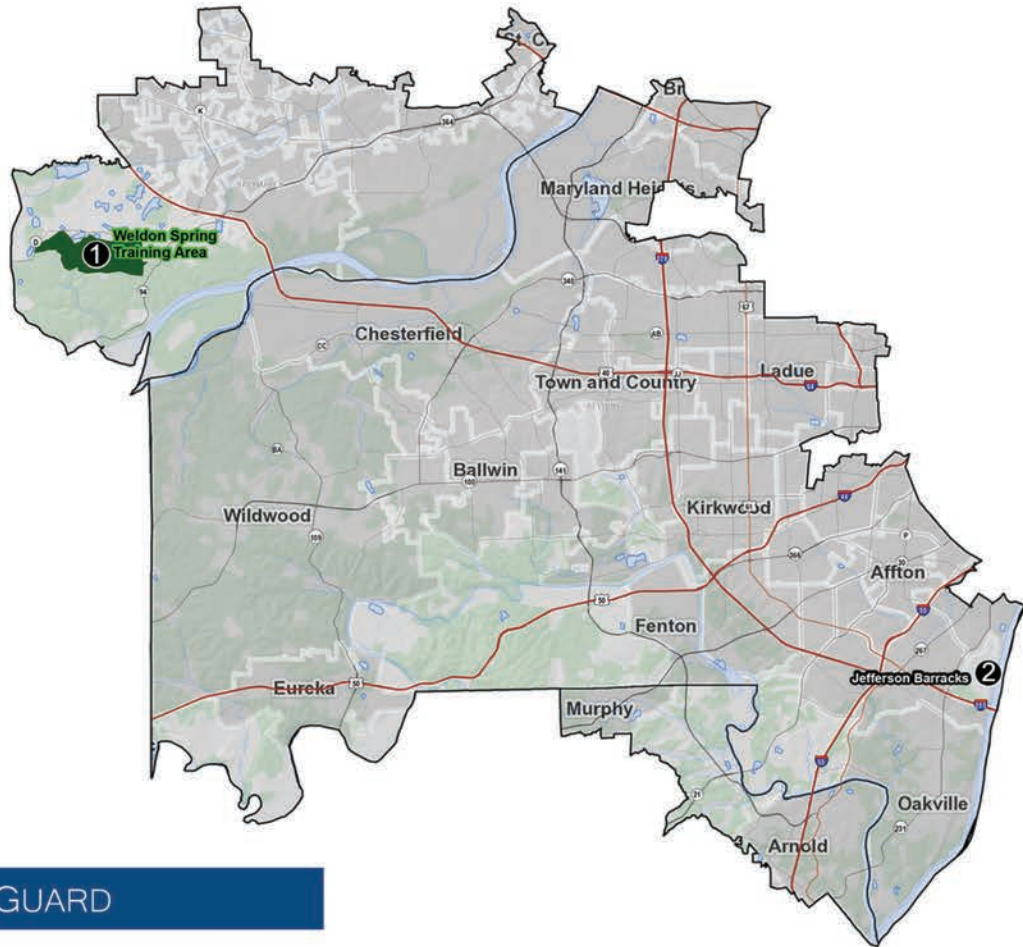






# MISSOURI NATIONAL GUARD UNITS

MISSOURI 2<sup>ND</sup> CONGRESSIONAL DISTRICT



Jefferson Barracks - AIR	\$15,578,069
Jefferson Barracks - ARMY	\$38,202,295
<b>Total Expenditures:</b>	<b>\$53,780,364</b>
<b>Total Economic Impact:</b>	<b>\$122,619,230</b>
<b>Assigned Personnel:</b>	<b>810</b>

## ARMY NATIONAL GUARD

### 1 Jefferson Barracks

35th Military Police Brigade  
205th Medical Company (Ground Ambulance)  
1138th Transportation Company  
Company C, 1-138 Infantry Regiment  
Detachment 1, 1175th Military Police Company  
Detachment 2, Company B, 35th Infantry Division  
Detachment 2, Missouri Army National Guard Medical Detachment  
179th Cyber Protection Team

## MILITARY INSTALLATIONS & TRAINING SITES

### 1 Jefferson Barracks Training Area

## AIR NATIONAL GUARD

### 2 Jefferson Barracks

157th Air Operations Group  
131st Communications Flight (Detail)  
131st Medical Group (Detail)  
131st Civil Engineering Squadron  
239th Combat Communications Squadron  
131st Student Flight  
231st Civil Engineering Flight

## SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS SINCE 2009

2 Jefferson Barracks: Built new readiness center	+126,830 Sqft
Jefferson Barracks: Built new Building (Bldg 29)	+23,053 Sqft



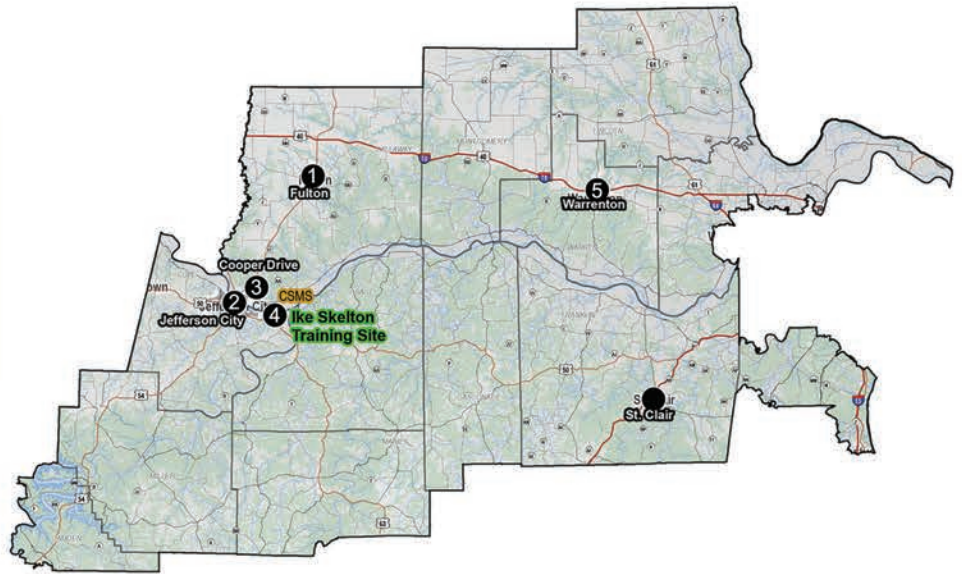


# MISSOURI NATIONAL GUARD UNITS

## MISSOURI 3<sup>RD</sup> CONGRESSIONAL DISTRICT



Fulton	\$987,093
Jefferson City - AIR	\$3,395,061
Jefferson City - ARMY	\$83,521,149
St. Clair	\$3,031,161
St. Peters	\$385,738
Warrenton	\$2,528,498
<b>Total Expenditures:</b>	<b>\$93,848,700</b>
<b>Total Economic Impact:</b>	<b>\$213,975,036</b>
<b>Assigned Personnel:</b>	<b>1,382</b>



### ARMY NATIONAL GUARD

#### 1 Fulton

Headquarters and Headquarters Company, 229th Medical Battalion

#### 2 Jefferson City (Blue Armory)

Company B, 1/376th Aviation Regiment  
Headquarters and Headquarters Company, 835th Combat Sustainment Support Battalion  
Headquarters, Recruiting and Retention Battalion  
Detachment 6, Recruit Sustainment Program  
Company I, 39th Brigade Support Battalion

#### 3 Jefferson City (Flight Facility)

Detachment 2, Company C, 2/245th Aviation Regiment  
Detachment 40, Operational Support Airlift Command  
7th Civil Support Team (Joint)

#### 4 Jefferson City (Ike Skelton Training Site)

Headquarters and Headquarters Detachment, Joint Force Headquarters (Army)  
Missouri Army National Guard Medical Detachment  
70th Mobile Public Affairs Detachment  
135th Military History Detachment  
529th Judge Advocate General Detachment  
429th Trial Defense Team  
635th Forward Engineer Support Team - Main  
Combined Support Maintenance Facility

#### 5 Warrenton

3175th Military Police Company

### AIR NATIONAL GUARD

#### 4 Jefferson City, Ike Skelton Training Site

Headquarters, Missouri Air National Guard

### SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS SINCE 2009

4 Jefferson City: Added storage building to ISTS	+4,000 Sqft
3 Jefferson City: Built Civil Support Team ready bay	+2,400 Sqft
4 Jefferson City: Built ISTS Resiliency Center	+3,792 Sqft
4 Jefferson City : Added paint trying booth, ISTS	+1,800 Sqft





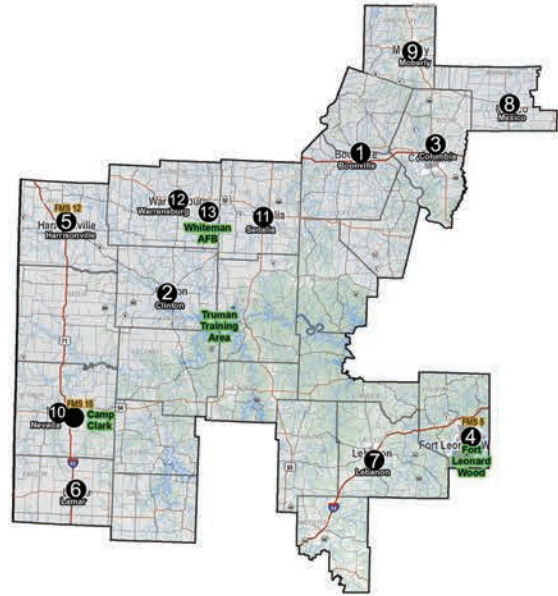


# MISSOURI NATIONAL GUARD UNITS

## MISSOURI 4<sup>TH</sup> CONGRESSIONAL DISTRICT



Boonville	\$21,816,792
Clinton	\$566,961
Columbia	\$3,877,110
Fort Leonard Wood - Air	\$1,608,177
Fort Leonard Wood - Army	\$37,918,882
Harrisonville	\$4,445,741
Lamar	\$209,939
Lebanon	\$2,612,204
Mexico	\$940,628
Moberly	\$1,200,146
Nevada	\$4,740,639
Sedalia	\$25,669,475
Warrensburg	\$9,391,599
Whiteman AFB - AIR	\$35,612,062
Whiteman AFB - ARMY	\$12,552,372
<b>Total Expenditures:</b>	<b>\$163,162,727</b>
<b>Total Economic Impact:</b>	<b>\$372,011,018</b>
<b>Assigned Personnel:</b>	<b>2,555</b>



## ARMY NATIONAL GUARD

- 1 Boonville**  
Company A, 1-138th Infantry Regiment
- 2 Clinton**  
Company D, 1-138th Infantry Regiment  
Detachment 1, Company D, 1-138th Infantry Regiment  
Detachment 3, Recruit Sustainment Program
- 3 Columbia**  
Headquarters and Headquarters Detachment, 175th Military Police Battalion  
Detachment 1, 1231st Transportation Company
- 4 Fort Leonard Wood**  
Headquarters and Headquarters Company, 35th Engineer Brigade  
Headquarters, 140th Regiment – Missouri Regional Training Institute  
1st Battalion (EN), 140th Regiment  
2nd Battalion (GS), 140th Regiment  
Regional Training Site Management  
Company B, 1-135th Aviation Regiment  
Detachment 2, Headquarters and Headquarters Company, 1-135th Aviation Regiment  
Detachment 2, Company D, 1-135th Aviation Regiment  
Detachment 1, Company E, 1-135th Aviation Regiment  
235th Engineer Detachment
- 5 Harrisonville**  
1251st Transportation Company
- 6 Lamar**  
Recruiting Station
- 7 Lebanon**  
70th Troop Command
- 8 Mexico**  
135th Army Band
- 9 Moberly**  
Detachment 1, 1438th Engineer Company
- 10 Nevada**  
Detachment 1, 1251st Transportation Company
- 11 Sedalia**  
Headquarters and Headquarters Company, Combat Aviation Brigade, 35th Infantry Division
- 12 Warrensburg**  
Company C, 935th Aviation Support Battalion  
Detachment 3, Company B, 935th Aviation Support Battalion
- 13 Whiteman Air Force Base**  
Headquarters and Headquarters Company, 1/135th Aviation Regiment  
Company A, 1/135th Aviation Regiment  
Company C, 1/135th Aviation Regiment  
Company D, 1/135th Aviation Regiment  
Company E, 1/135th Aviation Regiment  
Detachment 3, Company E, 1/135th Aviation Regiment  
Detachment 1, Headquarters and Headquarters Company, 1/285th Aviation Regiment  
Detachment 1, Company D, 1/285th Aviation Regiment  
Detachment 1, Company E, 1/285th Aviation Regiment

## AIR NATIONAL GUARD

- 13 Whiteman Air Force Base**  
131st Bomb Wing  
131st Maintenance Group  
131st Medical Group  
131st Mission Support Group  
131st Operations Group  
110th Bomb Squadron  
131st Aircraft Maintenance Squadron  
131st Force Support Squadron  
131st Logistics Readiness Squadron
- 4 Fort Leonard Wood**  
Detachment 1, 131st Bomb Wing

### Field Maintenance Shops

- 4 Fort Leonard Wood**  
Field Maintenance Shop 5
- 5 Harrisonville**  
Field Maintenance Shop 12
- 10 Nevada**  
Field Maintenance Shop 15

### Military Installations and Training Sites

- 10 Camp Clark**
- 4 Fort Leonard Wood (Non-MONG site)**
- 13 Whiteman Air Force Base (Non-MONG site)**

## SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS SINCE 2009

- 1 Boonville:** Built addition to readiness center +5,300 Sqft
- 13 Whiteman AFB:** Built cold storage hangar +112,845 Sqft
- 11 Sedalia:** Built new unheated storage building +4,000 Sqft
- 4 Fort Leonard Wood:** Built new Regional Training Institute + 53,194 Sqft
- 4 Fort Leonard Wood:** Acquired barracks from US Army + 40,640 Sqft
- 4 Fort Leonard Wood:** Built addition to maintenance building + 8,520 Sqft
- 4 Fort Leonard Wood:** Built range operations building + 8,000 Sqft
- 4 Fort Leonard Wood:** Built aviation classroom + 1,175 Sqft
- 4 Fort Leonard Wood:** Built addition to RTSM building + 6,492 Sqft



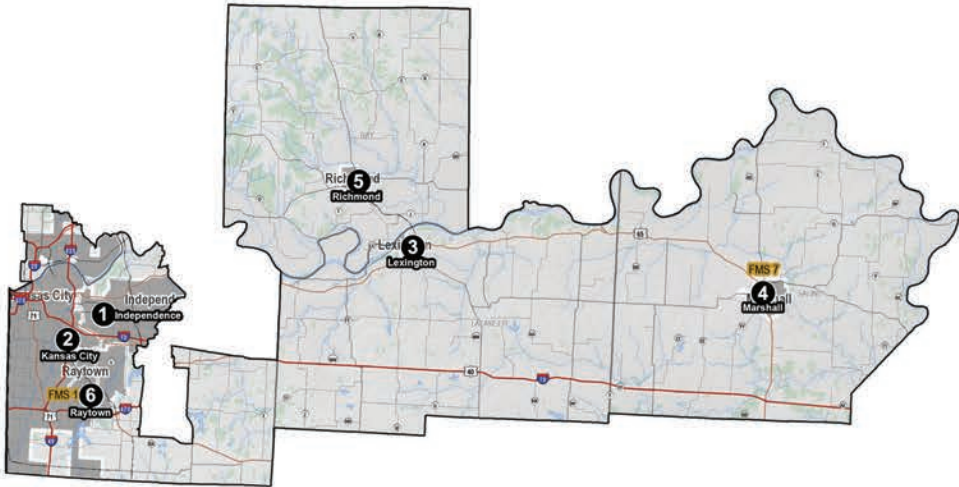


# MISSOURI NATIONAL GUARD UNITS

## MISSOURI 5<sup>TH</sup> CONGRESSIONAL DISTRICT



Independence	\$2,403,519
Kansas City	\$25,699,268
Lexington	\$14,232,882
Marshall	\$3,303,387
North Kansas City	\$429,752
Richmond	\$3,140,357
Raytown	\$747,264
<b>Total Expenditures:</b>	<b>\$49,956,429</b>
<b>Total Economic Impact:</b>	<b>\$113,900,658</b>
<b>Assigned Personnel:</b>	<b>1,174</b>



### ARMY NATIONAL GUARD

- 1 Independence**  
Battery D, 1-129th Field Artillery Regiment
- 2 Kansas City**  
Headquarters and Headquarters Company, 110th Maneuver Enhancement Brigade  
Headquarters and Headquarters Company, 1-138th Infantry Regiment  
135th Signal Company  
1139th Military Police Company  
1141st Engineer Company  
Detachment 1, 206th Areas Support Medical Company  
Detachment 2, 1-206th FST  
Detachment 2, Recruit Sustainment Program
- 3 Lexington**  
Detachment 1, Headquarters Support Company, 35th Infantry Division  
Detachment 1, 548th Transportation Company
- 4 Marshall**  
1128th Forward Support Company  
Field Maintenance Shop 7
- 5 Richmond**  
1135th Engineer Company
- Field Maintenance Shops**
- 6 Raytown**  
Field Maintenance Shop 1

### SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS SINCE 2009

- 4 Marshall:** Added to storage building +2,400 Sqft
- 2 Kansas City:** Built addition to readiness center +8,403 Sqft





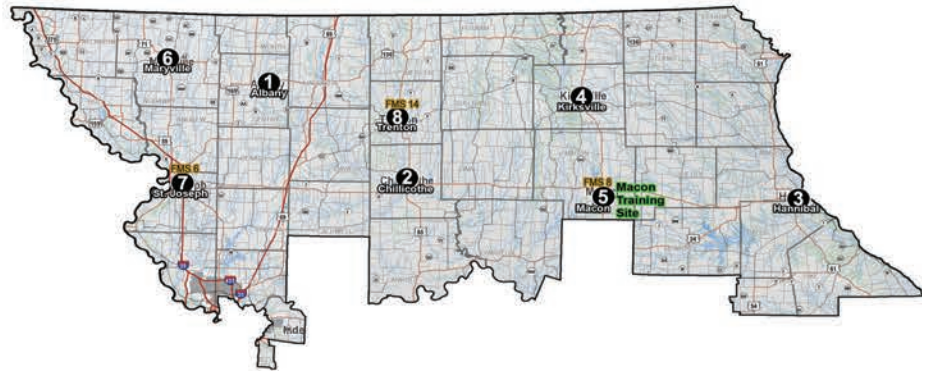


# MISSOURI NATIONAL GUARD UNITS

## MISSOURI 6TH CONGRESSIONAL DISTRICT



Albany	\$1,495,364
Chillicothe	\$1,769,955
Hannibal	\$2,033,809
Kirksville	\$968,780
Macon	\$4,280,775
Maryville	\$3,953,759
St. Joseph - AIR	\$111,066,984
St. Joseph - ARMY	\$32,502,849
Trenton	\$26,537,191
<b>Total Expenditures:</b>	<b>\$184,609,466</b>
<b>Total Economic Impact:</b>	<b>\$420,909,582</b>
<b>Assigned Personnel:</b>	<b>1,936</b>



### AIR NATIONAL GUARD

#### 7 St. Joseph (Rosecrans Air National Guard Base)

139th Maintenance Group  
139th Medical Group  
139th Mission Support Group  
139th Operations Group  
139th Aircraft Maintenance Squadron  
139th Civil Engineering Squadron  
139th Force Support Squadron  
139th Logistics Readiness Squadron  
139th Maintenance Squadron  
139th Operations Support Squadron  
139th Security Forces Squadron  
180th Airlift Squadron  
241st Air Traffic Control Squadron  
139th Communications Flight  
139th Comptroller Flight  
139th Maintenance Operations Flight  
139th Student Flight  
139th Airlift Wing Detachment 1, Weapons Instructor Course

### MILITARY INSTALLATIONS & TRAINING SITES

#### 5 Macon Training Site

#### 7 St. Joseph (Rosecrans Air National Guard Base)

### ARMY NATIONAL GUARD

#### 1 Albany

Battery A, 1-129th Field Artillery Regiment

#### 2 Chillicothe

Battery B, 1-129th Field Artillery Regiment

#### 3 Hannibal

Detachment 1, 3175th Military Police Company

#### 4 Kirksville

Recruiting Station

#### 5 Macon

1438th Engineer Company  
Detachment 8, Recruit Sustainment Program  
Field Maintenance Shop 8  
Training Site Field Maintenance Shops

#### 6 Maryville

Headquarters and Headquarters Battery, 1-129th Field Artillery Regiment

#### 7 St. Joseph

Company B, 35th Infantry Division  
Company C, 35th Infantry Division  
Detachment 1, Company A, 35th Infantry Division  
Detachment 1, Recruit Sustainment Program  
Field Maintenance Shop 6

#### 8 Trenton

Field Maintenance Shop 14  
548th Transportation Company

### SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS SINCE 2009

5 Macon: Built new field maintenance shop.	+29,000 Sqft
5 Macon: Built support buildings at training site	+85,208 Sqft
8 Trenton: Built unheated storage building	+6,000 Sqft
7 St. Joseph: New Fire Crash/Rescue facility	+24,460 Sqft
St. Joseph: New Security Forces Facility	+6,000 Sqft
St. Joseph: New Expeditionary Medical Support Facility	+4,700 Sqft



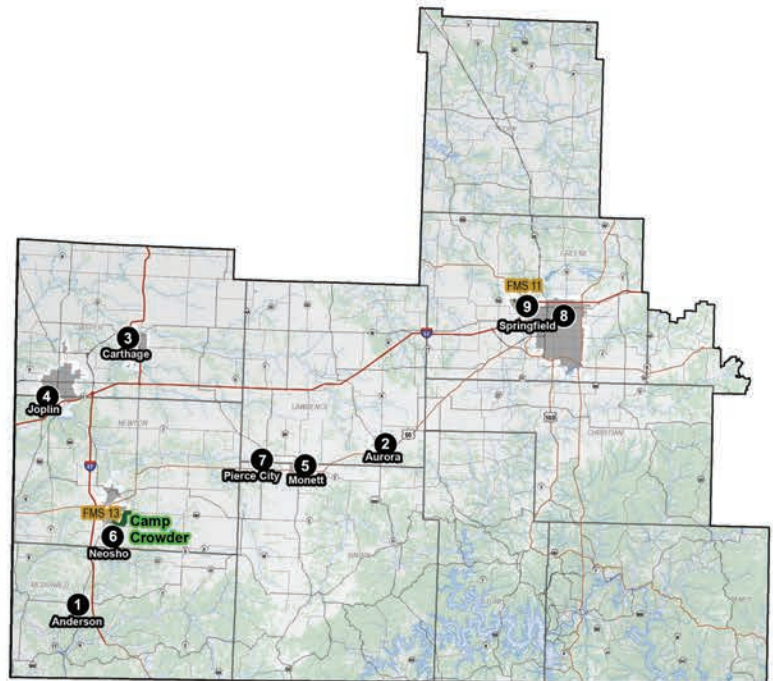


# MISSOURI NATIONAL GUARD UNITS

## MISSOURI MISSOURI 7<sup>TH</sup> CONGRESSIONAL DISTRICT



Anderson	\$1,636,540
Aurora	\$24,181,813
Carthage	\$2,332,952
Joplin	\$5,336,182
Monett	\$3,313,382
Neosho	\$2,899,966
Ozark	\$439,764
Pierce City	\$2,208,429
Springfield	\$35,465,196
Springfield AVCRAD	\$40,339,690
<b>Total Expenditures:</b>	<b>\$118,153,914</b>
<b>Total Economic Impact:</b>	<b>\$269,390,924</b>
<b>Assigned Personnel:</b>	<b>1,802</b>



### ARMY NATIONAL GUARD

- 1 Anderson**  
Detachment 1, 1241st Transportation Company
- 2 Aurora**  
Company A, 935th Aviation Support Battalion
- 3 Carthage**  
294th Engineer Company
- 4 Joplin**  
Headquarters and Headquarters Company, 203rd Engineer Battalion  
Forward Support Company, 203rd Engineer Battalion
- 5 Monett**  
1241st Transportation Company
- 6 Neosho**  
Detachment 1, Missouri Medical Detachment  
Field Maintenance Shop 13
- 7 Pierce City**  
276th Engineer Company
- 8 Springfield (Armory)**  
Headquarters Support Company, 935th Aviation Support Battalion  
206th Area Support Medical Company  
1136th Military Police Company  
Detachment 1, 276th Engineer Company  
Detachment 4, Recruit Sustainment Program
- 9 Springfield (Flight Facility)**  
Headquarters and Headquarters Detachment, 1107th Aviation Group  
Company A, 1107th Aviation Group  
Company B, 1107th Aviation Group  
Detachment 2, Company G, 2/149 MEDEVAC  
Detachment 6, Company D, 2/149 MEDEVAC  
Detachment 6, Company E, 2/149 MEDEVAC  
Field Maintenance Shop 11

### MILITARY INSTALLATIONS & TRAINING SITES

- 6 Camp Crowder**  
Military Installations and Training Site.
- 9 Springfield**  
Aviation Classification & Repair Activity Depot

### SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS SINCE 2009

- 6 Camp Crowder:** Built new training support building +2,250 Sqft
- 5 Monett:** Built addition to readiness center +4,220 Sqft
- 9 Springfield:** Built addition to AVCRAD +117,970 Sqft
- 9 Springfield:** Acquired new field maintenance shop +15,145 Sqft





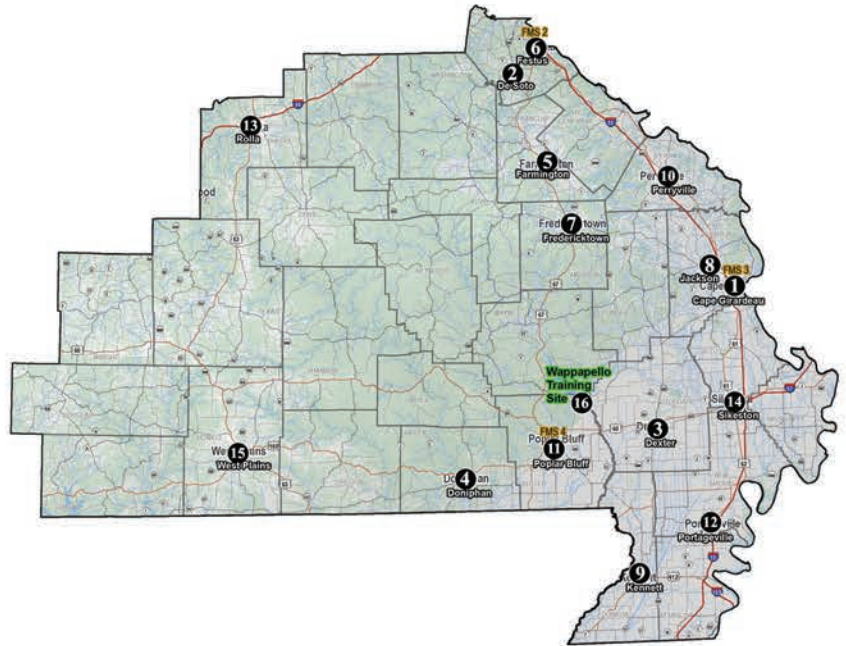


# MISSOURI NATIONAL GUARD UNITS

## MISSOURI 8TH CONGRESSIONAL DISTRICT



Cape Girardeau	\$6,818,716
Desoto	\$1,330,279
Dexter	\$1,352,409
Doniphan	\$809,108
Farmington	\$2,377,393
Festus	\$4,567,158
Fredericktown	\$2,061,173
Jackson	\$1,499,640
Kennett	\$19,145,462
Perryville	\$1,618,261
Poplar Bluff	\$3,899,586
Portageville	\$1,108,705
Rolla	\$2,863,748
Sikeston	\$1,146,221
Wappapello	\$56,087
West Plains	\$1,493,357
<b>Total Expenditures:</b>	<b>\$52,147,303</b>
<b>Total Economic Impact:</b>	<b>\$118,895,851</b>
<b>Assigned Personnel:</b>	<b>1,280</b>



### ARMY NATIONAL GUARD

- |  |  |
|--|--|
| <p><b>1 Cape Girardeau</b><br/>Headquarters and Headquarters Company, 1140th Engineer Battalion<br/>Forward Support Company, 1140th Engineer Battalion<br/>Detachment 5, Recruit Sustainment Program<br/>Field Maintenance Shop 3</p> <p><b>2 De Soto</b><br/>735th Quartermaster Company</p> <p><b>3 Dexter</b><br/>1221st Transportation Company</p> <p><b>4 Doniphan</b><br/>Recruiting Station</p> <p><b>5 Farmington</b><br/>1138th Engineer Company</p> <p><b>6 Festus</b><br/>220th Engineer Company<br/>Detachment 7, Recruit Sustainment Program<br/>Field Maintenance Shop 2</p> <p><b>7 Fredericktown</b><br/>220th Transportation Battalion</p> <p><b>8 Jackson</b><br/>Detachment 1, 1137th Military Police Company</p> <p><b>9 Kennett</b><br/>1137th Military Police Company</p> <p><b>10 Perryville</b><br/>Detachment 1, Company C, 1-138th Infantry Regiment<br/>Detachment 1, 1138th Transportation Company</p> | <p><b>11 Poplar Bluff</b><br/>Headquarters and Headquarters Detachment, 205th Military Police Battalion<br/>Field Maintenance Shop 4</p> <p><b>12 Portageville</b><br/>Recruiting Station</p> <p><b>13 Rolla</b><br/>Detachment 1, 735th Field Service Company<br/>Detachment 1, 1136th Military Police Company<br/>335th Engineer Platoon</p> <p><b>14 Sikeston</b><br/>Detachment 1, 1221st Transportation Company</p> <p><b>15 West Plains</b><br/>1142nd Engineer Company (Sapper)</p> |
|--|--|

### MILITARY INSTALLATIONS & TRAINING SITES

- 16 Wappapello Training Site**  
Military Installations and Training Sites

### SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS SINCE 2009

<b>10 Perryville:</b> Build addition to readiness center	+ 3,317 Sqft
<b>1 Cape Girardeau:</b> Added storage building	+ 1,500 Sqft
<b>3 Dexter:</b> Built new unheated storage building	+ 2,400 Sqft
<b>9 Kennett:</b> Added to storage building	+ 2,425 Sqft



# UNIT ORGANIZATION

## Combat Aviation Brigade, 35th Infantry Division - Sedalia

### 1/135th Aviation Regiment (Assault)

- Headquarters and Headquarters Company
- Detachment 1, Headquarters and Headquarters Company
- Company A
- Company C
- Company D
  - Det. 1, Co. D, 1/285th Aviation Regiment (Attack)
- Company E

### 935th Aviation Support Battalion

- Headquarters and Headquarters Company, 935th Aviation Support Battalion
- Company A, 935th Aviation Support Battalion
- Det. 3, Company B, 935th Aviation Support Battalion
- Company C, 935th Aviation Support Battalion
- Det. 6, Company D, 2/149th MEDEVAC
- Det. 6, Company E, 2/149th MEDEVAC
- Det. 2, Company G, 2/149th MEDEVAC
- Det. 2, Company C, 2/245th Aviation Regiment
- Det. 40, Operational Support Airlift Command
- Company B, 1/1376 Aviation Regiment

## 110th Maneuver Enhancement Brigade - Kansas City

### 220th Transportation Battalion

- 548th Transportation Company (Palletized Load System)
  - Det. 1, 548th Transportation Company
- 1231st Transportation Company (Light)
  - Det. 1, 1231st Transportation Company
- 1241st Transportation Company (Medium)
  - Det. 1, 1231st Transportation Company
- 1251st Transportation Company (Medium)
  - Det. 1, 1251st Transportation Company

### 1-129th Field Artillery Regiment

- Headquarters and Headquarters Battery
- Battery A • Battery B • Battery D
- 1128th Forward Support Company

### 1-138th Infantry Regiment

- Headquarters and Headquarters Company
  - Det. 2, 1-206th Fire Support Team
- Company A
- Company B
- Company C
  - Det. 1, Company C
- Company D

### 135th Signal Company

## 35th Engineer Brigade - Fort Leonard Wood

### 203rd Engineer Battalion

- Headquarters and Headquarters Company
- Forward Support Company
- 294th Engineer Company (Support)
- 276th Engineer Company (Vertical)
  - Det. 1, 276th Engineer Company
- 1141st Engineer Company (Sapper)
- 335th Engineer Platoon (Area Clearance)
- 1135th Engineer Company (Clearance)

### 1140th Engineer Battalion

- Headquarters and Headquarters Company
- Forward Support Company
- 1438th Engineer Company (Multirole Bridge Company)
  - Det. 1, 1438th Engineer Company
- 1138th Engineer Company (Sapper)
- 220th Engineer Company (Horizontal)
- 1142nd Engineer Company (Sapper)

## 1107th Aviation Group - Springfield

- Headquarters and Headquarters Company
- Company A

- Company B

## 35th Infantry Division - Lexington

- Det. 1, Company A (Operations)
- Company B (Intelligence and Sustainment)

- Det. 2, Company B
- Company C (Signal)

## 35th Military Police Brigade - Jefferson Barracks

### 175th Military Police Battalion

- 1139th Military Police Company
- 3175th Military Police Company
  - Det. 1, 3175th Military Police Company

### 205th Military Police Battalion

- 1175th Military Police Company
  - Det. 1, 1175th Military Police Company
- 1137th Military Police Company
  - Det. 1, 1137th Military Police Company
- 1136th Military Police Company
  - Det. 1, 1136th Military Police Company



## Headquarters, Missouri Air National Guard - Jefferson City

### 139th Airlift Wing- St. Joseph

#### 139th Operations Group

- 180th Airlift Squadron
- 139th Operations Support Squadron
- 241st Air Traffic Control Squadron

#### 139th Mission Support Group

- 139th Force Support Squadron
- 139th Communications Flight
- 139th Security Forces Squadron
- 139th Civil Engineering Squadron
- 139th Logistics Readiness Squadron
- 139th Student Flight

#### 139th Maintenance Group

- 139th Aircraft Maintenance Squadron
- 139th Maintenance Operations Flight
- 139th Maintenance Squadron

#### 139th Medical Group

#### 139th Comptroller Flight

#### 139th Airlift Wing Det.1, Weapons Instructor Course

### 131st Bomb Wing - Whiteman Air Force Base / Jefferson Barracks / Fort Leonard Wood

#### 131st Medical Group

- 131st Medical Group Detail – Jefferson Barracks

#### 131st Operations Group

- 110th Bomb Squadron
- 131st Operations Support Flight

#### 131st Mission Support Group

- 131st Force Support Squadron
- 131st Logistics Readiness Squadron
- 131st Communications Flight
- 131st Communications Flight Detail – Jefferson Barracks
- 131st Civil Engineering Squadron
- 131st Student Flight

#### 131st Maintenance Group

- 131st Aircraft Maintenance Squadron
- 131st Maintenance Squadron
- 231st Maintenance Operations Flight

#### 157th Air Operations Group

#### 239th Combat Communications Squadron

#### 231st Civil Engineering Flight

#### 131st Comptroller Flight

#### 131st Bomb Wing Detachment 1 – Cannon Range

### Missouri Army National Guard Supporting Elements (Generating Force)

#### 70th Troop Command

- 7th Civil Support Team
- 229th Multifunctional Medical Battalion
  - 206th Area Support Medical Company
    - Det. 1, 206th ASMC
  - 205th Ground Ambulance Company
- 835th Combat Sustainment Support Battalion
  - 1035th Maintenance Company
  - 735th Field Service Company
    - Det. 1, 735th FSC
  - 1221st Transportation Company
    - Det. 1, 1221st Transportation Company
  - 1138th Transportation Company
    - Det. 1, 1138th Transportation Company
  - 3175th Chemical Company
- Headquarters and Headquarters Detachment – Joint Force Headquarters (Army)
  - 70th Mobile Public Affairs Detachment
  - 135th Army Band
  - 135th Military History Detachment
  - 179th Cyber Protection Team
  - 429th Judge Advocate General Detachment
  - 529th Judge Advocate General Detachment
  - Counter Drug Task Force

#### Missouri Medical Detachment

- Troop Medical Clinic 1
- Troop Medical Clinic 2
- Troop Medical Clinic 3

#### Missouri Army National Guard Training Center

- MOARNG TC - Camp Crowder
- MOARNG TC - Fort Leonard Wood
- MOARNG TC - Wappapello
- MOARNG TC - Macon

#### Missouri Army National Guard Recruiting & Retention

- Det. 1, Recruit Sustainment Program • Det. 2, Recruit Sustainment Program
- Det. 3, Recruit Sustainment Program • Det. 4, Recruit Sustainment Program
- Det. 5, Recruit Sustainment Program • Det. 6, Recruit Sustainment Program
- Det. 7, Recruit Sustainment Program • Det. 8, Recruit Sustainment Program
- Det. 9, Recruit Sustainment Program • Det. 10, Recruit Sustainment Program
- Det. 11, Recruit Sustainment Program

#### 140th Regiment – Missouri Regional Training Institute

- 2nd Battalion, 140th Regiment (RTI)
- 1st Battalion, (En), Training Battalion
- Regional Training Site Maintenance

Missouri National Guard  
2302 Militia Drive  
Jefferson City, MO

## CENTENNIAL OF WORLD WAR I (1918-2018)

# THE LEGACY CONTINUES



"TRUMANS OWN" - D BATTERY  
1-129TH FIELD ARTILLERY REGIMENT



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